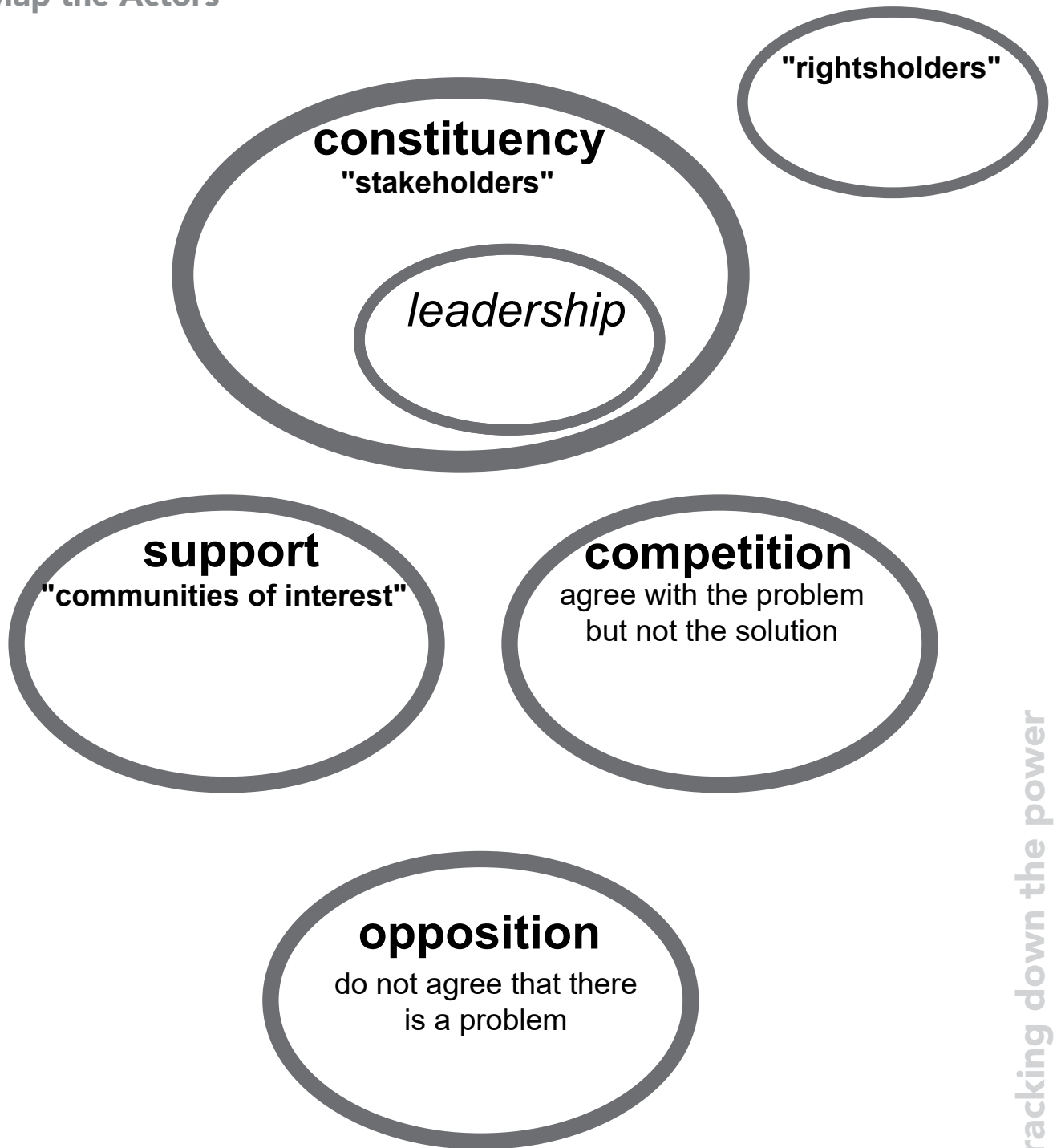
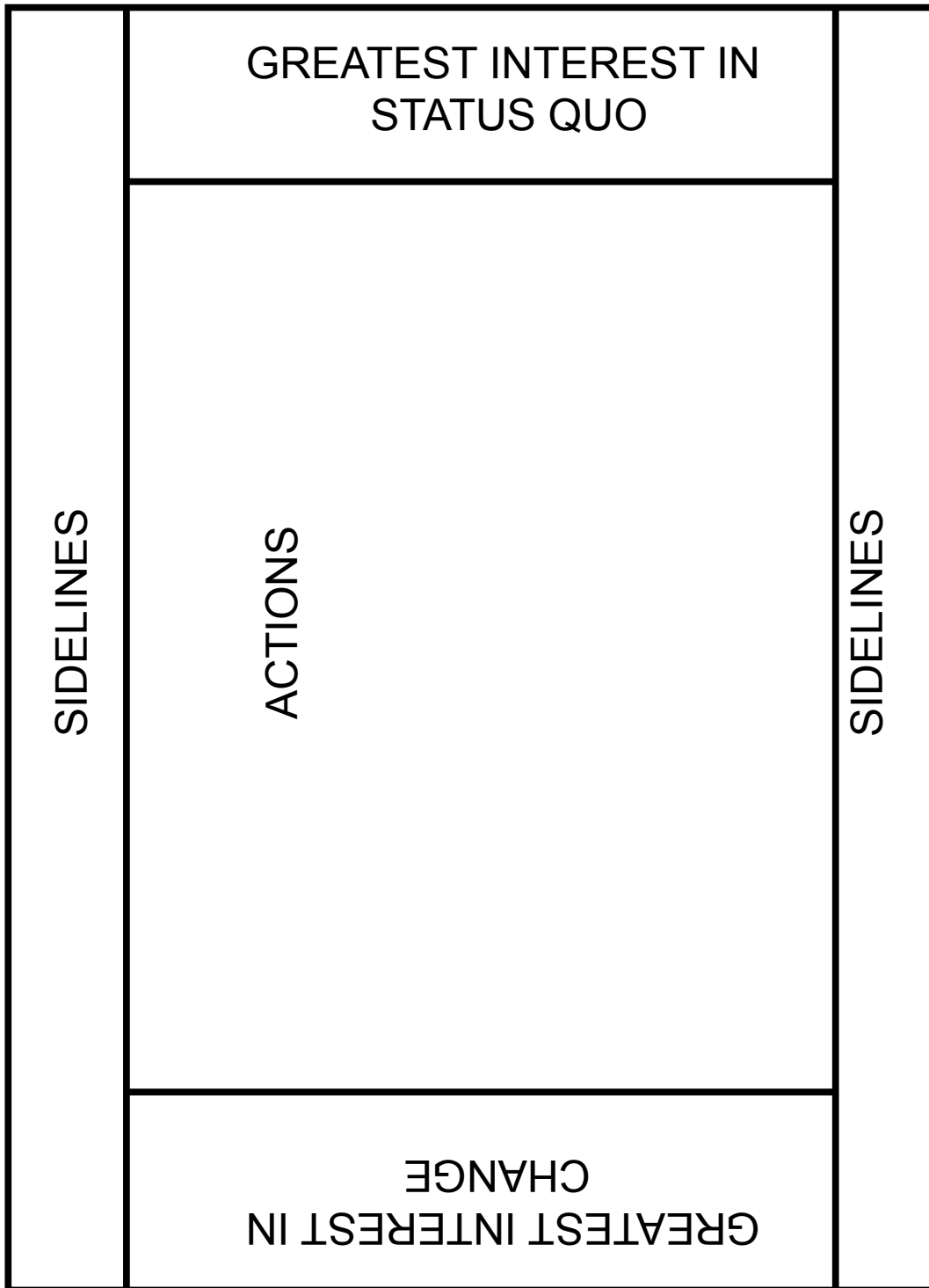


Map the Actors



Field of Play



Step 1: Who are my people?

When strategizing, there are different distinct groups we need to consider: our constituency, and within it our leadership, our supporters, our competitors, and our opposition. See page 47 in the Appendix for the “Tracking down the power” exercise to help you map out and prioritize your people.

Constituency

Constituents are people who have a need to organize, who can contribute leadership, can commit resources, and can become a new source of power. An organizer’s job is to turn a **community** – people who share common values or interests – **into a constituency** – people who have committed to act on behalf of those values or interests.

Leadership

Although your constituency is the focus of your work, your goal as an organizer is to draw upon leadership from within that constituency. The work of these leaders, like your own, is to accept responsibility for enabling others to make change. They are accountable to their constituency, represent the constituency to others, and support members of the constituency in achieving shared goals, together.

Supporters

People whose interests are not directly or obviously affected may have an interest in backing an organization or effort’s work. Although they may not be part of the constituency, and are not directly involved in making change, they may have similar values and resources to contribute. For example, non-indigenous Canadians that are not directly affected by infringements on aboriginal rights may have similar values and be able to contribute resources (e.g. logistical support, money) to campaigns run by Indigenous Peoples.

Competitors

These are individuals or organizations with whom we may share some interests, but not others. They may target the same constituency, the same sources of support, or face the same opposition. For instance, two unions trying to organize the same workforce may compete or collaborate, or two community groups trying to serve the same constituency may compete or collaborate in their fundraising. When strategizing, identify competitors and, where possible, take steps to turn them into supporters.

Opposition

In pursuing their interests, constituents may find themselves in conflict with the interests of other individuals or organizations. An employer’s interest in maximizing profit, for example, may conflict with an employee’s interest in earning an adequate or living wage. The interests of a Liberal candidate conflict with those of the NDP candidate in the same riding. At times, however, opposition may not be immediately obvious, and might emerge only during the course of a campaign. When strategizing, identify your opposition, consider how they will respond to your organizing, and how you can respond in turn to neutralize their oppositional actions.

Worksheet: Tracking down the power

Here is an exercise to help you identify important people or groups when strategizing, and when designing and implementing tactics.

This exercise needs:

- Markers
- Post-it notes
- Two sheets of flipchart paper or a large whiteboard or blackboard
- Your leadership team

Step 1: Map the actors

Draw the diagram from the following page ("Map the Actors") on a large piece of flipchart paper or whiteboard. Gather your leadership team. On post-it notes, write out the names of individuals and groups who have influence on your campaign (or have the potential to influence your campaign). Stick the names in the appropriate ovals in the "Map the Actors" diagram you've drawn out. Refer to the "Step 1: Who are my people?" portion of the Strategizing section to guide you.

Step 2: Field of Play

Now, draw the "Field of Play" diagram on a large piece of flipchart paper or whiteboard. Take the actors you mapped out and put them on the field. The field of play is a spectrum – ranging from those with the greatest interest in change to those with the greatest interest in the status quo. Place each post-it note from your map of actors onto the field of play along the spectrum. As you go, ask if each actor is currently taking action on the issue (whether in support of or in opposition to your goals), or if they are 'on the sidelines.'

Step 3: Debrief and reflect

When finished, step back and observe your field of play. Ask yourself the following questions:

- Are there key supporters on the sidelines?
- What would it take to get those key supporters off the sidelines?
- Are there influential competitors taking action in conflict with your goals?
- What steps could be taken to convert them to supporters or to your constituency?
- Are there effective opposition groups taking action?
- What steps could be taken to neutralize or overcome their efforts?

Remember: don't get stuck addressing every actor; instead, try to focus on a few that are the most influential.